



H E I G H T S

R e a c h i n g N e w



Annual Report 2011

City Manager's Introduction



San Antonio's economy remained strong in Fiscal Year 2011, as we added more than 6,357 new jobs, increased tourism and business travel and maintained the strong financial health of the city government. The City of San

Antonio is the only city with a population of more than 1 million to have earned a "AAA" general obligation bond rating from all three major rating agencies.

Recognized by the Milken Institute as the nation's "Best-Performing" city in 2011, San Antonio's economic vitality is closely linked to the success of our airport.

Indeed, San Antonio Airport System is one of San Antonio's most significant economic generators. The day-to-day operations of San Antonio International Airport (SAT), Stinson Municipal Airport (SSF) and their tenants create jobs, strengthen all industry sectors and serve the needs of millions of visitors and residents.

In 2011, the Airport System initiated its first economic impact study in almost 15 years and unveiled its Vision 2050 Airport Master Plan to chart future economic growth. Today, the system's total direct, indirect and induced economic impact to the region's economy is estimated at more than \$5 billion. Vision 2050 challenges us to sustain this economic growth, define our competitive edge and exceed the expectations of our customers.

With completion of the all-new Terminal B, another phase of the San Antonio International Airport Capital Improvement Program began as the City initiated the development of construction plans to renovate Terminal A. Our goal is to bring the nearly 30-year-old Terminal A up to the standards we set with Terminal B's modern aesthetics and upgraded facilities and infrastructure. We are focused on improving customer services and amenities while minimizing disruptions to the traveling public during construction, which is scheduled to begin in late 2012 and be completed in early 2014.

In 2011, the Aviation Department began planning for a centralized car rental facility during the programming

process for the Terminal A renovations in 2011. City Council approved a funding mechanism for the centralized car rental facility in March 2012. The centralized car rental facility and the terminal renovations propel the San Antonio International Airport toward the vision expressed in the SAT Vision 2050 master plan approved by City Council in March 2011.

The planned improvements make for a more efficient and, ultimately, productive Airport System. Moreover, the improvements are aimed at helping the Airport System reach another goal — an outstanding experience for airport customers.

I am pleased to present the airport's 2011 Year in Review report. I am confident that the airport team and stakeholders will continue to build on their successes.

Sheryl Sculley
City Manager

Table of Contents

■ City Manager's Introduction	1
■ Letter from the Airport Advisory Commission Chair	2
■ Aviation Director's Message	3

■ 2011 Passenger & Cargo Activity	5-6
■ Highlights of the Year	7-10
■ 2011 Airport Capital Improvement Program	11-12
■ Customer Service/Ambassadors and Volunteer Airport Police	13
■ Safety and Emergency Preparedness	14

■ Environmental Stewardship	15
■ Small Businesses Take Advantage of Airport Opportunities	16
■ Fiscal Year 2011 Financials	17-20
■ Aviation Department Staff and Community Volunteers	21-22

"THE SAN ANTONIO AIRPORT SYSTEM REACHED NEW HEIGHTS IN 2011."

Chair's Letter



As chair of the Airport Advisory Commission (or AAC), I am honored to work with 18 other community members who are appointed by City Council to advise the Aviation Director and his staff. Indeed, the commission has been impressed with the Airport System's progress on many fronts.

After the completion of Terminal B, Aviation Department staff also put the finishing touches on Vision 2050, a master plan that challenges San Antonio to build upon our strengths and reach for a greater economic return to our community. Indeed, initiatives like the Terminal A renovation and the consolidated car rental facility are part of the plan for an improved infrastructure and facilities appropriate to the nation's seventh-largest city. More than just capital improvements, the master plan establishes an overriding vision for the San Antonio International Airport (or SAT) to be the gateway for South and Central Texas. In addition to providing service to the nation's top destinations and hubs, SAT has distinguished itself with substantial service into Mexico to address a growing demand.

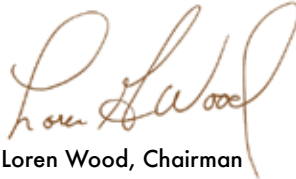
In 2011, the Aviation Department set another strategic plan in motion to address organizational effectiveness and set benchmarks for improvement. Led by the Aviation Department's executive team, with support

of the AAC, the comprehensive strategy outlines a continual process for the Airport System, its individual airports and the Aviation Department to efficiently work and communicate internally, with partners and, ultimately, with its customers.

For the third consecutive year, in 2011, San Antonio's Safety Management System (or SMS) set a national standard, recognized by the FAA with the Airport Safety Award. Among the first such plans in the nation, San Antonio's SMS continues to serve as the model for Federal Aviation Administration (or FAA) industry mandates.

In September 2011, the City kicked off a process to update the Stinson Master Plan, which serves as a framework for future airport development. Overseen by a Planning Advisory Committee, the updated master plan will be completed by the end of 2012.

These are only a few examples of how 2011 is a year when the San Antonio Airport System reached new heights. On behalf of the AAC, I am pleased to convey our congratulations to the City and its Aviation Department team. The AAC looks forward to working together on an even better 2012!



Loren Wood, Chairman
Airport Advisory Commission



Aviation Director's Message



The San Antonio Airport System, which is comprised of the San Antonio International (or SAT) and Stinson Municipal (or SSF) Airports, continues to see solid growth and 2011, in particular, is a year

when we saw many efforts begin to payoff. Indeed, even as the airport and travel industry faced ongoing global challenges and uncertainties, the Airport System was able to add service, enhance our revenue return and make a commitment to a plan for future growth and service to our customers and stakeholders. I am pleased to provide a summary of some of the highlights from the year:

- In 2011, the big story for SAT is the increased air service to Mexico provided by our new airlines Interjet and VivaAerobus. These new flights supplement the service to Mexico that was already provided by Aeroméxico. Today, SAT's service to Mexico is some 7,000 seats per week, a 244% increase over 2011.
- A major initiative, approved by City Council in March 2011, will provide marketing dollars and landing fee rebates as incentives to continue attracting new air service to unserved destinations.

- In 2011, the Aviation Department began a strategic planning process to look at how we can become a better organization to provide exceptional service to customers while, ultimately, delivering greater economic impact to our stakeholders. Out of this process, the department developed a mission statement – "To innovatively manage our airports to provide a positive customer experience while supporting economic development;" and a vision to be "The Gateway for South Central Texas."
- With the completion of Terminal B in 2011, we began programming for renovation of the nearly 30-year-old Terminal A with updated amenities, new finishes, a comprehensive way-finding program and infrastructure improvements. With construction phasing getting underway in late 2012, our priority is to minimize inconvenience to customers, who will certainly welcome the improvements scheduled for an early 2014 completion.
- During 2011, in coordination with the City Manager and City Council, the Aviation Department developed the plan for a facility improvement that will support our goal for exceptional customer service. In March 2012, Council authorized the Customer Facility Charge (or CFC) that will fund the consolidated

rental car facility. This project will continue to be a priority for the department over the next four years, as we coordinate its programming and, eventually, construction.

- Concluding three years of negotiations in 2011, a new five-year Airline Operating Agreement & Terminal Building Lease was approved and subsequently signed by five major airlines serving SAT. The agreement stabilizes costs to the airlines through several initiatives. It also provides for the establishment of an airline consortium to perform certain maintenance and janitorial services at SAT. Airline rents and fees recover the maintenance and operating costs and the capital costs, including debt service coverage, paid by the airport associated with each cost center after adjusting for certain credits. Capital costs are net of costs funded with grants or Passenger Facility Charges (or PFC).
- City Council approved a \$257.4 million Capital Improvement Program (or CIP) budget for fiscal years 2011 through 2016. This budget permits a phased implementation of new and upgraded facilities and airfield infrastructure at SAT and SSF. Fiscal year 2011's portion of this budget included \$97.7 million for SAT and \$842,000 for SSF.

"I AM PLEASED TO PROVIDE A SUMMARY OF THE HIGHLIGHTS FOR 2011."



- San Antonio Airport System gross revenues for fiscal year 2011 totaled \$83.3 million, an increase of \$19.2 million, or 30%, when compared with the prior year. The large increase in revenue is primarily due to the new Terminal B, consolidated baggage handling system and passenger loading bridges that came online in November 2010. Attributable to the operations of these new facilities were increased expenditures that fiscal year-over-year went from \$39.9 million in 2010 to \$44.5 million in 2011, up \$4.6 million, or 11.55%. Net revenues before debt service totaled \$38.8 million, an increase of 60.55%.
- In 2011, all three rating agencies affirmed all of the Airport System's outstanding GARBs and the PFC bonds. The "A" ratings are due to a wide range of concerted efforts to control our expenses and keep the costs to airlines as low as possible. The outstanding support that the Airport System receives from City of San Antonio officials, federal and state agencies, the local neighborhoods and business community and the Airport Advisory Commission will continue to ensure solid economic performances and viable economic engines fueling our growth into the future.

- Some additional highlights for SAT in 2011 include:

Total Passengers Served:	8,171,824
Total Enplaned Passengers:	4,071,781
Total Aircraft Operations:	178,113
Total Aircraft Landed Weight (KIPS):	5,708,046
Total Air Cargo and Mail (Pounds):	267,897,706
- Stinson aircraft operations totaled 127,787 in 2011, a 1.7% increase over 2010.

I want to thank all the Aviation Department staff for the accomplishments throughout this report. Also, on behalf of the department, I want to express our gratitude to the City Management and City Council, the Airport Advisory Commission, our airport partners and all of our stakeholders who helped to make 2011 a year of which we can all be proud. Moving forward, toward Vision 2050, our top priority is to sustain – and build upon – the growth we've earned while raising our service standards for our customers and increasing our economic importance for our community.

Frank R. Miller
Aviation Director



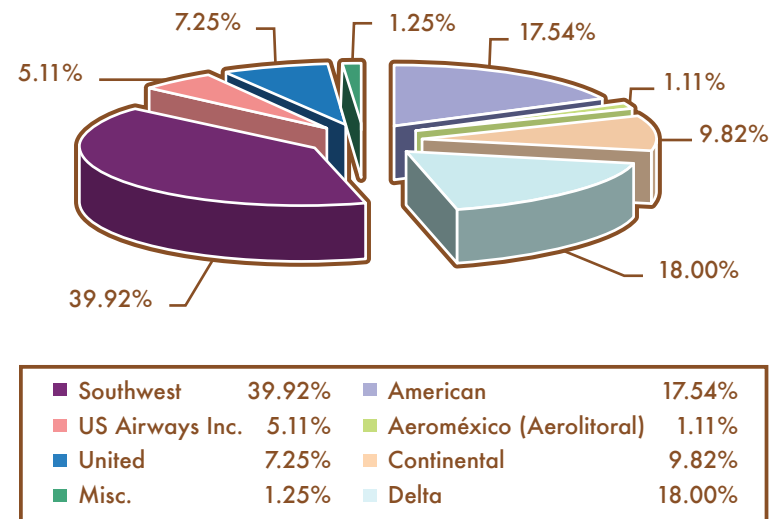
2011 Passenger & Cargo Activity

SAT TOTAL DOMESTIC AND INTERNATIONAL ENPLANED & DEPLANED PASSENGERS

CALENDAR YEAR	TOTAL PASSENGERS	INCREASE/DECREASE	PERCENT % CHANGE	TOTAL ENPL PASSENGERS	INCREASE/DECREASE	PERCENT % CHANGE
2002	6,714,616	—	—	3,349,283	—	—
2003	6,538,301	-176,315	-2.63%	3,250,911	-98,372	-2.94%
2004	6,999,095	460,794	7.05%	3,498,895	247,984	7.63%
2005	7,437,290	438,195	6.26%	3,713,792	214,897	6.14%
2006	8,032,280	594,990	8.00%	4,003,075	289,283	7.79%
2007	8,075,437	43,157	0.54%	4,030,571	27,496	0.69%
2008	8,358,515	283,078	3.51%	4,167,440	136,869	3.40%
2009	7,838,221	-520,294	-6.22%	3,907,055	-260,385	-6.25%
2010	8,034,544	196,323	2.50%	4,022,014	114,959	2.94%
2011	8,171,824	137,280	1.71%	4,071,781	49,767	1.24%



SAT AIRLINE PASSENGER MARKET SHARES



STINSON AIRCRAFT LANDINGS & TAKE OFFS

CALENDAR YEAR	TOTAL OPERATIONS	INCREASE/DECREASE	PERCENT %
2002	179,212	—	—
2003	131,248	-47,964	-26.76%
2004	123,295	-7,953	-6.06%
2005	116,208	-7,087	-5.75%
2006	124,505	8,297	7.14%
2007	157,048	32,543	26.14%
2008	165,149	8,101	5.16%
2009	154,307	-10,842	-6.56%
2010	125,654	-28,653	-18.57%
2011	127,787	2,133	1.70%

2011 Passenger & Cargo Activity



SAT AIR FREIGHT AND MAIL

CALENDAR YEAR	TOTAL WEIGHT (POUNDS)	INCREASE/ DECREASE	PERCENT % CHANGE
2002	266,926,867	—	—
2003	256,734,212	-10,192,655	-3.82%
2004	264,113,507	7,379,295	2.87%
2005	263,461,688	-651,819	-0.25%
2006	284,122,382	20,660,694	7.84%
2007	280,816,478	-3,305,904	-1.16%
2008	282,797,478	1,981,000	0.71%
2009	254,722,474	-28,075,004	-9.93%
2010	272,951,743	18,229,269	7.16%
2011	267,897,706	-5,054,037	-1.85%

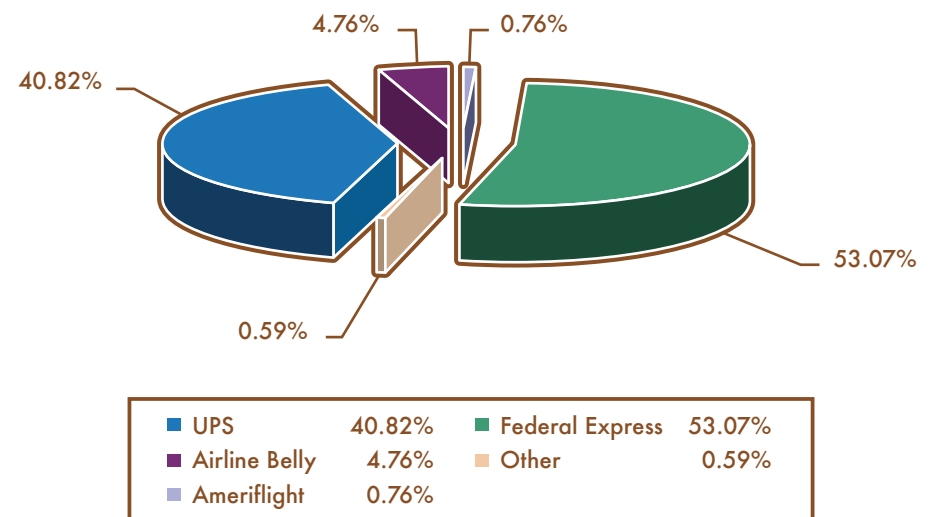
SAT AIRCRAFT LANDINGS & TAKE OFFS

CALENDAR YEAR	TOTAL OPERATIONS	INCREASE/ DECREASE	PERCENT %
2002	234,417	—	—
2003	261,751	27,334	11.66%
2004	223,027	-38,724	-14.79%
2005	214,771	-8,256	-3.70%
2006	218,934	4,163	1.94%
2007	219,437	503	0.23%
2008	216,634	-2,803	-1.28%
2009	194,657	-21,977	-10.14%
2010	177,415	-17,242	-8.86%
2011	178,113	698	0.39%

SAT AIR CARRIER LANDED WEIGHT

CALENDAR YEAR	TOTAL WEIGHT (KIPS)	INCREASE/ DECREASE	PERCENT %
2002	5,560,083	—	—
2003	5,391,301	-168,782	-3.04%
2004	5,416,555	25,254	0.47%
2005	5,650,228	233,673	4.31%
2006	5,946,232	296,004	5.24%
2007	6,122,597	176,365	2.97%
2008	6,209,192	86,595	1.41%
2009	5,557,457	-651,735	-10.50%
2010	5,632,203	74,746	1.34%
2011	5,708,046	75,843	1.35%

SAT CARGO AIRLINE MARKET SHARES



Highlights of 2011 — Air Service Expansion



New Heights for SAT Air Service

AEROMÉXICO INCREASES FREQUENCY & CAPACITY

Founded in 1988, Aeroméxico started daily non-stop flights from San Antonio to Mexico City in November 2006. In January 2011, Mexico's largest transcontinental airline added a second daily flight between San Antonio and Mexico City. Later in the year, the airline increased the weekly flights to Mexico City from 14 to 20. Its subsidiary, Aeroméxico Connect (formerly Aerolitoral), has served the San Antonio-Monterrey, Mexico route for approximately 20 years. Aeroméxico controls 42% of Mexico's domestic market share but 80% of the international market share.

VIVAAEROBUS SERVICE TO MONTERREY

For VivaAerobus' entry into the San Antonio market, Mexico's ultra low-cost carrier began round-trip service to Monterrey on November 8, 2011. The airline flies three flights per week, using a Boeing 737-300 with a 148-seat capacity. San Antonio marks Viva's sixth market in the United States.



INTERJET INAUGURATES MEXICO SERVICE FROM SAT

December 1st marked another milestone in Mexico service during 2011 with Interjet's arrival into the San Antonio market bringing additional nonstops to Mexico City and a first ever non-stop flight to Toluca. Interjet is second in passenger market share in Mexico and has a reputation as one of the most profitable and efficient airlines in Latin America and the world.



SOUTHWEST/AIRTRAN ANNOUNCES INTERNATIONAL ROUTES FROM SAT

December 2011 saw the promise of more service to Mexico when AirTran Airways announced it had received U.S. Department of Transportation approval to operate international flights to Mexico in 2012. The wholly-owned subsidiary of Southwest Airlines offers a daily round-trip flight between SAT and Mexico City, as well as a round-trip flight between SAT and





Highlights of 2011 — Air Service Expansion

Cancun four times weekly. With Southwest's receipt of a single-operating certificate from the FAA, the airline has begun to transition planes, routes and service to the Southwest brand.

FRONTIER INAUGURATES NEW NON-STOP FLIGHTS TO KANSAS CITY

In June, SAT saw the addition of Frontier Airlines' five-day per week non-stop service between SAT and Kansas City. Kansas City is in addition to Frontier's service between SAT and Denver and Milwaukee.

40 YEARS OF LUV IN SAN ANTONIO

On June 15, 2011, Southwest Airlines celebrated its 40th anniversary of serving the great city of San Antonio with music, decorations, games and prizes. Dallas, San Antonio and Houston formed the "Texas Triangle" of original Southwest cities. San Antonio holds a special place in the Southwest history as the first flight departed the Alamo City on June 18, 1971, launching Southwest's first schedule of six non-stop flights daily to Dallas. Nearly 600 San Antonio-based Southwest employees serve South Texas customers with over 50 daily non-stop departures to 16 cities.

International General Aviation

CBP PRIVATE AIRCRAFT CLEARANCE EXPANDS

On April 7, 2008, San Antonio International Airport (or SAT) was added to the list of designated airports at which private general aviation (or GA) aircraft arriving in the continental U.S. from certain areas south of the U.S. border must land for Customs and Border Protection (or CBP) processing. In 2011, there was a 25% increase in CBP's processing of GA international aircraft arrivals, when compared to 2010.



COLLABORATION WITH MONTERREY

On May 4, 2011, El Aeropuerto Internacional del Norte de Monterrey, Mexico and the San Antonio

International Airport signed an International General Aviation Collaboration Accord intended to strengthen the bonds of unity and increase the goodwill connectivity between these two airports. Streamlining leisure and business general aviation travel between Mexico and San Antonio, the unique partnership includes a permanent San Antonio visitor kiosk in the Monterrey airport.

Air Service Marketing Initiatives

SAT TO HOST NETWORK 2013

In 2011, Reed Business selected San Antonio as the site for Network USA 2013, North America's largest airline route-planning and airport-networking conference. Hosting this event will promote San Antonio's strong business environment to decision makers at more than 35 domestic and international airlines, support its position as a premier visitor and convention destination and help grow its economy.

CITY IMPROVES AIR SERVICE INCENTIVE PROGRAM

With approval by City Council in March 2011, the Aviation Department began implementation of its Air Service Development Incentive Program. Incentives

Highlights of 2011 — SAT's Concession Program

are being offered to attract new airlines and non-stop service. Incentives include marketing dollars to assist airlines with promoting new service from SAT to unserved markets. Based upon frequencies flown per week, the City agrees to work with the eligible air carrier on a marketing plan. The options include: \$100,000 for round-trip flights flown seven days per week; \$75,000 for flights flown five to six days per week; and \$50,000 for flights flown three to four days per week.

Airlines introducing service on "targeted" unserved U.S. and international routes and those new to the San Antonio market may receive double the largest applicable incentive amount.

Any air carrier initiating non-stop flights on a "targeted" domestic or international route will be eligible to receive a rebate of landing fees paid to the City during the initial 365-day period. Rebated landing fees will be applied to landing fees due during the subsequent year. Should the service be discontinued before the required 365-day period, the agreed upon incentive dollars will be refunded to the City on a pro-rated basis and landing fee rebates will not apply.

SAT's Concession Program

TERMINAL B WELCOMES NEW CONCESSION

Alamo Alehouse & Gourmet Burger Bar opened in Terminal B in 2011 with a focus on premium burgers and a first-rate menu complemented by a "drinking-friendly" unpretentious pub-like atmosphere.



CONCESSION MARKETING PROGRAM

OFFERS DISCOUNTS

Ticketed passengers may redeem coupons printed on their boarding passes at any participating concession. However, travelers most often claim their discounts online by accessing a password on the concessionaires' mobile website. Logging on to the airport's free Wi-Fi via laptops, tablets or cellular phones, passengers



immediately connect to this site, which also offers directions to every shop and restaurant.

Airport Awards & Accolades

SAT CONCESSIONS PROGRAM A WINNER!

Airport Revenue News (or ARN) trade publication awarded SAT two honors in recognition of its concessions program in 2011. SAT was named "Airport with the Most Unique Services" in the "small airport" category and tied Edmonton International for the "Airport with the Best Concessions Management Team," which the airport shared with concessions contractor, Unison. The award for the "Airport with the Most Unique Services" is given to the airport that has responded best to passenger demands for convenient, high-tech business



Highlights of 2011 — Airport Awards & Recognitions

services such as high speed fax and Internet, wireless capabilities, conference rooms, business service centers and/or other business amenities.

FAA'S AIRPORT SAFETY AWARD

The Federal Aviation Administration (or FAA) recognized the San Antonio Airport System with a 2011 Airport Safety Award for demonstrating three consecutive years of outstanding certification inspections. The award was given because the Aviation Department has shown its commitment to safety as demonstrated by being an industry leader in implementing a Safety Management System (or SMS), which is the first in the nation to do so. SAT was part of a pilot program to be the first airport to implement an SMS, which will soon be an industry mandate in the near future.

The FAA also recognized the airport in part due to the development of a unique and industry-recognized Foreign Objects Debris (or FOD) Prevention Program, which ensures that the Aircraft Operations Area (or AOA) and airfield are free of debris and foreign objects for the safety and security of all passengers. FOD Prevention Teams of SAT employees regularly scan the AOA for debris and foreign objects. The FAA

recognized SAT for its commitment to overall safety.



EXCELLENCE IN SMALL BUSINESS ADVOCACY

The Small Business Division of the Aviation Department was recognized by the Southwest Region of the FAA with a 2011 Excellence in Disadvantaged Business Enterprise (or DBE) Program Award. This is the first



time the Region has given the award. Photo below, left, includes Small Business Division staff Lisa Brice, Fred Saucedo and Bernard Murphy.

TERMINAL B GRAND OPENING EVENTS RECEIVED THIRD PLACE AWARD IN ACI-NA MARKETING & COMMUNICATIONS CONTEST

The San Antonio International Airport was a winner in Airports Council International – North America's 2011 Excellence in Airport Marketing & Communications Contest. The City of San Antonio Aviation Department was awarded third place in the "Special Events" category for its work on the grand opening events celebrating the new Terminal B facility. The 2011 contest had 175 individual entries from 44 airport members in the U.S. and Canada.



2011 Airport Capital Improvement Program

TERMINAL A RENOVATION PROJECT

With the successful completion and opening of the new San Antonio International Airport (or SAT) Terminal B in November 2010, the Aviation Department began planning the renovation of Terminal A, which originally opened in 1984. In May 2011, City Council approved the selection of Reynolds, Smith and Hills, Inc. (RS&H) for facility assessment, programming and scoping services. In November 2011, Council approved an amendment to the RS&H contract in an amount not to exceed \$3 million to provide design services for the renovation of Terminal A.

With construction work scheduled to begin in the fall of 2012, the renovation provides for new finishes, infrastructure and wayfinding that are consistent with Terminal B. Total cost of design work and construction administration by RS&H is estimated at \$4.2 million.

In January 2012, the City Council awarded a \$24.3 million contract to SpawGlass Contractors, Inc. to serve as Construction Manager at Risk (CMR) for the Terminal A Renovation Project. Scheduled for completion in the first half of 2014, the project is funded through

General Airport Revenue Bonds (or GARBs), as well as Airport Improvement and Contingency funds. The total estimated cost for the Terminal A Renovation Project is \$30 million.



DEMOLITION OF ORIGINAL SAT TERMINAL

After the opening of Terminal B, demolition of SAT's original terminal facility was initiated and completed in 2011. The leveling and removal of the old "Terminal 2," dating back to 1953, makes way for the airport's future growth and sets the stage for development of projects recommended in the SAT Vision 2050 master plan. Following demolition, apron reconstruction was completed to provide unrestricted access to Terminal B's gates 1 and 3.





2011 Airport Capital Improvement Program

INFORMATION TECHNOLOGY

INFRASTRUCTURE MODERNIZATION

In addition to the new terminal and planned upgrades to Terminal A, the Aviation Department conducted a Communications Infrastructure Modernization Program (CIMP) that assessed Terminal A's capacity against future needs. Airport information technology consultants, Barich, Inc., and program management group, XIP Consulting, coordinated with architects, RS&H, to devise Terminals A's state-of-the-art improvement plan, scheduled to start in 2012.

SAT RUNWAY EXTENSION PROJECT

In partnership with the FAA, SAT began the multi-phased extension project of Runway 3/21 with site preparation in 2009. By 2011, with the completion of site work, grading, paving and electrical, the Aviation Department began final construction. The 1,000-foot extension of Runway 21 and its parallel taxiways will permit an additional take-off and landing length for operations by larger aircraft.

Scheduled for completion in late 2012, the runway's extension to 8,500 feet is funded through FAA Airport Improvement Program (or AIP) grants at a 75% level with the City matching its 25% through SAT Passenger Facility Charge (or PFC) bonds. Total price for this project is approximately \$33 million.



AIRFIELD LIGHTING SYSTEM UPGRADE PROJECT

In 2011, the Aviation Department began the second phase of upgrades to the SAT airfield lighting system. The San Antonio City Council awarded a construction contract in an amount of \$469,491 to EAS Contracting, LP to replace the existing airfield lighting control and monitoring system with a new computerized system. Additionally, the project included the installation of fiber optic communication cables in existing duct bank, interconnecting the West and East Electrical Vaults and the FAA Air Traffic Control Tower.

This contract is funded with FAA AIP grant funds at 75%, or \$352,118, with the City's matching share of 25%, or \$117,373, from the 2007 GARB funds for eligible project costs. In addition, this City Council action appropriated \$145,180 of residual FAA AIP grants from a completed project to be used for Resident Inspection Services. The total price tag for this project is approximately \$900,000.

Customer Service/Ambassadors and Volunteers

AIRPORT AMBASSADORS —

A WELCOME SIGHT TO TRAVELERS

The Ambassador Program started in 2001 with merely a dozen volunteers. Ten years later, the Program's nearly 200 participants assisted more than 440,000 airport customers by providing information and staging "Heroes Welcomes" for returning military. Ambassadors also provide golf cart transport for passengers going to and from the parking garages and terminals.

Volunteers, who are recruited through the local media and asked to devote at least four hours per week each to the effort, work year-round including holidays. With more than 30,000 total volunteer hours supporting it, the Airport System's Ambassador Program maintains permanent information booths at the San Antonio International Airport (or SAT) that are staffed 8 to 12 hours per day.

Pictured on the right side of this page, Ambassadors

Avis and Jerry Bergh were among the airport's first volunteers in 2001 and still man their posts in Terminal B every Monday to welcome out-of-town visitors and returning San Antonio residents. Clearly, SAT's ambassadors make warm, friendly first and last impressions on the airport's arriving and departing passengers, creating pleasant and safe customer experiences for all.

VOLUNTEERS EXTEND AIRPORT POLICE SERVICE

SAT Airport Police also count on a group of more than 30 volunteers. The Volunteer Airport Police serves as an extra set of eyes and ears and focus on the safety and security of airport customers. Often, this force of volunteers is called upon to assist travelers with questions, directions and help finding their vehicles in the parking garages, but they also provide surveillance at the parking facilities or traffic control at the terminal curbside. They are a highly regarded extension of the security and safety network at SAT.





Safety and Emergency Preparedness

SAT CONDUCTS TRIENNIAL EMERGENCY PREPAREDNESS EXERCISE

On October 26, 2011, the San Antonio International Airport conducted the Federal Aviation Administration (or FAA)-required Triennial Airport Emergency Exercise in a collaborative effort with the Southwest Texas Regional Advisory Council for Trauma (STRAC), San Antonio Fire Department, San Antonio Police Department and the Office of Emergency Management. The two-hour exercise, which involved a simulated plane crash with fire and smoke, included participation by Aviation Department employees, as well as several city, county and state mutual aid agencies.

The FAA requires a full-scale emergency exercise to be conducted every three years by those airports, such as SAT, that are certified under 14 CFR 139. The comprehensive Emergency Disaster Exercise is intended to evaluate the operational capability of the Emergency Management System in a stress environment with actual mobilization and deployment of resources to demonstrate coordination and response capability. The triennial exercise should include all resources, in terms of personnel and equipment, which would normally be available in an actual emergency.

Approximately 600 professionals provided their expertise for this unique event in order to support the mutual goal of ensuring emergency preparedness for SAT and the surrounding community. More than 20 local hospitals treated the 200 “injured” volunteers. The purpose is to educate, train and prepare the first responders and the community for major aviation disasters, as well as evaluate the Airport Emergency Plan. Evaluators of this exercise included SAT staff and other airports outside of San Antonio.



K9 TEAMS PROVIDE SAFETY AND SECURITY FOR TRAVELING PUBLIC

The San Antonio Airport System utilizes very effective, mobile K9 Teams which can quickly locate and identify

dangerous materials that may present a threat to travelers and to transportation systems. The K9 Teams can quickly rule out the presence of dangerous materials in unattended packages, structures or vehicles, allowing the free and efficient flow of commerce.

Law enforcement officers from around the country visit San Antonio’s Lackland AFB to attend the TSA’s Explosives Detection Canine Handler Course. This program pairs trainees with dogs – typically German Shepherds, Belgian Malinois and Vizslas – especially bred for this purpose. After training, the TSA helps pay for salaries of the handlers and food, upkeep and veterinary care for the dogs.

After dog and handler are paired, the new team completes a rigorous 10-week course to learn to locate and identify a wide variety of dangerous materials while working as an effective unit. This training includes search techniques for aircraft, baggage, vehicles and transportation structures, as well as procedures for identifying dangerous materials and “alerting” or letting the handler know the presence of these materials.

Environmental Stewardship

ENVIRONMENTAL STEWARDSHIP IS A TOP PRIORITY FOR AIRPORT

The San Antonio Airport System continued to make environmental sustainability a priority in 2011, advancing the Aviation Department's Sustainability Plan and other environmental projects led by the Department's Environmental Stewardship Division (or ESD). In 2011, the Aviation Department completed several initiatives including the installation of energy efficient HVAC controls, solar window film on public entrances, installation of low-flow toilets, the replacement of irrigated landscaping with xeriscaping and recycling programs.

AVIATION'S DEPARTMENTAL SUSTAINABILITY PLAN ADOPTED

In December 2011, the Aviation Department adopted its first Sustainability Plan to provide guidelines and benchmarks for the airport's environmental stewardship in the following areas: recycling, environmentally preferred purchasing, green events certification, drought, and energy efficiency.

CLEAN WATER COMMITMENT

The ESD trained tenants and staff on their Storm

Water Pollution Prevention Plan (or SWPPP) duties under the new Texas Commission on Environmental Quality (or TCEQ) industrial storm water permit. Storm water runoff is a major problem when it picks up garbage, debris, sediment, chemicals, automotive fluids, fertilizers, leaves and other pollutants from parking lots, aprons, maintenance facilities, hangars, etc. This type of pollution is called "non-point source" and is more of a problem than direct discharges from commercial industries. A common result of unclean storm water runoff is the loss of fish and aquatic wildlife from nearby streams and creeks. On a quarterly basis, the ESD samples the storm water runoff from both San Antonio International and Stinson Municipal Airports. These samples are monitored for water quality parameters such as color, odor, amount of suspended solids (e.g., dirt), etc.

RESIDENTIAL ACOUSTICAL TREATMENT PROGRAM

The City of San Antonio Aviation Department acoustically treated 187 homes for noise mitigation during 2011, bringing the total to 867 houses and 216 apartment units treated as part of the RATP program. Approximately 190 additional homes that meet the FAA eligibility requirements will be treated in 2012.

BASURA BASH CLEANS UP WATERWAY NEAR SAT

As part of the city's "Basura Bash" program, the San Antonio Aviation Department's ESD concluded its third year of sponsoring the cleanup of a portion of one of the nearby Salado Creek waterways.

Focusing on the site located north of Sky Place Boulevard, volunteers removed more than 20 vehicle tires, as well as seven loads of trash that included scrap metal, oil drums, plastic buckets, PVC pipe, glass and other materials. Cleanup volunteers included representatives from the city's Public Works Department, the Ivy League Alumni Club, MacArthur High School and Texas A&M San Antonio, as well as Aviation Department staff.





Small Businesses Take Advantage of Airport Opportunities

AVIATION DEPARTMENT FISCAL YEAR 2011 — PROJECTS AND ACCOMPLISHMENTS

The City of San Antonio is wholeheartedly an advocate for small, minority and women-owned business participation in its contracting opportunities. The City's Aviation Department participates in both the City's Small Business Economic Development Advocacy (or SBEDA) program and the Department of Transportation (or DOT) Federal Aviation Administration (or FAA) Disadvantaged Business Enterprise (or DBE) program.

CITY OF SAN ANTONIO SMALL BUSINESS ECONOMIC DEVELOPMENT ADVOCACY PROGRAM

The Aviation Department performs SBEDA program outreach to ensure there are opportunities for small, minority and women-owned business enterprises to compete for airport contracts. During fiscal year 2011, the City Council awarded seven Airport System contracts totaling \$13.1 million with SBEDA participation. The department's fiscal year 2011 SBEDA participation included the following results:

FISCAL YEAR 2011 SBEDA	
Small Business Enterprise	52.2%
Minority-Owned Businesses	45.5%
Women-Owned Businesses	35.2%
African American-Owned Businesses	12.3%

FEDERALLY-FUNDED CONTRACTORS

Annually, the City receives FAA grants for eligible San Antonio International Airport (or SAT) construction and professional services contracts. As a result of the Aviation Department's outreach efforts, DBE contractor participation included the following results during fiscal year 2011:

FISCAL YEAR 2011 DBE	
Total FAA Grant Assisted Contracts	\$25,057,413
Total DBE Contracts Awarded	\$4,142,708
Prime DBE Contractors	\$1,500,000
Non-Prime Contractors	\$2,642,708
SAT – DBE Goal	12%
Total Actual Participation of DBE Contractors	16.53%



AIRPORT CONCESSIONS CONTRACTORS

SAT also participated in the DOT's Airport Concessions Disadvantaged Business Enterprises (or ACDBE) program during the fiscal year 2011. SAT's results for fiscal year 2011 are listed below:

CONCESSIONS	
Total Gross Sales	\$42,739,955
Total Goods & Services	\$8,218,056
Total ACDBE Sales, Goods & Services	\$191,684
SAT's Goal for ACDBE Sales	27.6%
Share of Actual Total Sales to ACDBEs	21.32%

CAR RENTAL COMPANIES	
Total Gross Sales	\$125,637,523
Total Goods & Services	\$22,653,085
Total ACDBE Sales, Goods & Services (or G&S)	\$9,408,294
SAT's Goal for ACDBE Car Rental G&S	7.7%
Share of Actual Total G&S to ACDBEs	7.49%



San Antonio Airport System 2011 Fiscal Year Financials

CAPITAL IMPROVEMENT PROGRAM FINANCING

The San Antonio Airport System Capital Improvement Program (or CIP) is funded through self-generated revenues (concessions, parking, rentals, aircraft landing fees, etc.), the Passenger Facility Charge (or PFC) and federal and state grants. The Airport System CIP also uses proceeds from taxable and tax-exempt General Airport Revenue Bonds (or GARBs) and PFC bonds. Bonds provide partial or total funding for certain projects included in the CIP. The federal Airport and Airway Trust Fund provides grant dollars for CIP projects at the San Antonio International Airport (or SAT) through its participation in the Federal Aviation Administration (or FAA) Airport Improvement Program (or AIP). Entitlement and discretionary AIP grant funds are used for eligible airport development, airport planning and noise compatibility program projects. All grants require Airport Fund matching dollars to implement CIP projects.

The \$257,367,000 CIP budget, which was approved by the City Council for the fiscal years 2011 through 2016, permits a phased implementation of new and upgraded facilities and airfield infrastructure at SAT and Stinson Municipal Airport (or SSF). SAT's portion of the six-year CIP budget totaled \$252,905,000, with \$97,734,000 allocated to fiscal year 2011 projects. SSF's portion of the six-year CIP totaled \$4,462,000 and for fiscal year 2011 totaled \$842,000.

FISCAL YEAR 2011 FAA FUNDED CIP PROJECTS AT SAT

Federal grants fund the continuation of SAT's long-standing program under FAA Regulation Part 150 Noise Compatibility Program. On March 3, 2011, City Council accepted an FAA AIP grant in an amount not to exceed \$9,000,000 for the continuation of the Residential Acoustical Treatment Program (or RATP) with the Airport System providing matching funds in the amount of \$2,250,000 from 2010 PFC bonds. With the new award, the FAA will have provided a total

of \$55,380,949 for the RATP since the program's inception in 2005. Through December 31, 2011, 867 homes have been acoustically treated, as well as 216 apartment units. Approximately 190 additional homes that meet the FAA eligibility requirements will be added to this count in 2012.

For eligible projects under the CIP, funding was provided through the City's participation in the FAA's Airport Improvement Program. On June 9, 2011, City Council authorized acceptance of an FAA grant not to exceed \$10,000,000 for Phase III of Runway 3/21 Extension Project. The Aviation Department, in partnership with the FAA, has developed this three-phased project to extend Runway 3/21 by an additional 1,000 feet. Completion of this project during the last quarter of 2012 will extend Runway 3/21 to 8,500 feet.

In all, FAA grants awarded during fiscal year 2011 totaled \$18,333,837. During fiscal year 2011, \$14,987,410 in FAA grant funds from the current and previous years were spent. Projects funded in 2011 with AIP grants included the:

- Residential Acoustical Treatment Program,
- Runway 3/21 Extension Project,
- Runway Safety Action Team (or RSAT) Enhancements,
- Apron Rehab,
- Sky Place Boulevard Drainage Improvements,
- Airfield Pavement Repairs,
- Taxiway RC Extension Project,
- San Antonio International Airport Master Plan,
- Development of the Electronic Airport Layout Plan (or ALP),
- Safety Management System (or SMS) Implementation, and
- Wildlife Hazard Assessment Program.

SAT received a reimbursement grant in an amount not to exceed \$14,385,466 from the U.S. Department of Homeland Security through the American Recovery and

Reinvestment Act for construction of the airport's new consolidated baggage handling system. Reimbursement under this grant during fiscal year 2011 totaled \$1,178,442.

During fiscal year 2011, a total of \$16,065,874 in PFC revenue was collected from the San Antonio FAA-approved \$4.50 PFC. In accordance with FAA regulations, these funds are used to fund projects, such as construction of the new Terminal B, extension of the dual-level roadway, upgrades to the Central Utility Plant and the Terminal A Modification Program. Federal grant matching funds, which were drawn from PFC revenues, also were used for several projects, including the RATP, extension of Runway 3/21 and Taxiway RC, apron replacement, RSAT, and terminal and airfield security.

STINSON RECEIVES TXDOT GRANTS FOR CIP PROJECTS

The Aviation Department has been coordinating with the Texas Department of Transportation (or TxDOT) in the development of the Stinson Air Traffic Control Tower Project to include design and construction of a new air traffic control tower at Stinson Municipal Airport for the purpose of eliminating anticipated line-of-sight issues that will occur with future airport development. On August 18, 2011, the City accepted a grant in the amount of \$270,000 from TxDOT to initiate the Stinson Air Traffic Control Tower Project starting with an environmental assessment and preliminary design. The San Antonio City Council action also authorized the expenditure of matching funds from the Stinson Revolving Fund in the amount of \$30,000. TxDOT will oversee the development of the project from design through construction. Construction is projected for completion in 2013, pending continued availability of funding.

Also on August 18, 2011, City Council authorized reimbursement of up to \$50,000 from TxDOT under the Routine Airport Maintenance Program (or RAMP) for the replacement of the roof on city-owned Hangar 4 at Stinson. The city will oversee this project with the state

San Antonio Airport System 2011 Fiscal Year Financials

agency reimbursing up to \$50,000 after it is completed. All funding sources for SSF's portion of the six-year CIP budget included self-generated Airport System funds accumulated in the Stinson Airport Revolving Fund and TxDOT grants.

CITY APPROVED A NEW AIRLINE AGREEMENT

On November 17, 2011, City Council authorized a standard Airline Operating Agreement & Terminal Building Lease for the San Antonio International Airport with a primary term commencing November 9, 2010 through September 30, 2015. This agreement also provides for the extension of the term for up to five additional years, through September 30, 2020.

The lease for SAT was the culmination of more than three years of negotiations with the airlines. The airlines that signed the lease are Southwest Airlines (AirTran), Delta Air Lines, American Airlines, US Airways, and United Airlines (Continental). The Lease contains provisions concerning rents and fees, security, insurance, indemnification and performance guarantee.

The Airline Operating Permit was revised to align with the Airline Operating Agreement & Terminal Building Lease. Airlines execute the Airline Operating Permit when they are not committing to a full term under the Lease Agreement. The ordinance approves the revised Permit.

Highlights of the Lease include:

- Airline rents and fees recover the maintenance and operating costs and the capital costs, including debt service coverage paid by the airport associated with each cost center and adjusted for certain credits discussed in subsequent highlights. Capital costs are net of costs funded with grants or Passenger Facility Charges (or PFC).

- Recalculation of the airline rents and fees is established annually based on the Airport System budget. Over/under estimates of Airport revenue and expenses and estimated units (e.g., landed weight) are used to calculate airline rents and fees that are reconciled annually to the actual costs and units. The airlines pay the Airport System for under estimates of costs and expenses and the City provides credit to the airlines for over estimates of cost and expenses.
- Adjustments to certain airline costs are applicable.
 - Prior period debt service coverage payments will be applied as a credit against the next year's rates.
 - A credit will be applied to keep the cost per enplaned passenger competitive with other airports.
 - A one-time credit of \$1.5 million to the airlines will be applied to moderate the cost per enplaned passenger during the initial fiscal year (FY 2011). One-half of the credit will be repaid to the Airport Fund over four years.
 - City will maintain a \$10 differential between the Terminal A and Terminal B rates.
- A Performance Guarantee is required equal to two months of all rents, fees and charges.
- The airlines will form the San Antonio Airline Consortium (or SAAC), a Texas non-profit corporation, to perform certain maintenance and janitorial services. Initial areas include the maintenance of the consolidated baggage handling system and passenger loading bridges. In addition, in order to provide consistent maintenance throughout the terminal public areas (including hold rooms, public space, restrooms, common-use airline space, etc.), SAAC will be in charge of janitorial responsibilities. Airlines can also assign SAAC responsibility for non-public view exclusive areas.

RATING AGENCIES AFFIRM SAT BOND RATINGS

Fitch Ratings – New York affirmed the 'A+' rating on the City of San Antonio, Texas' \$240.4 million GARBs and the 'A' rating on the \$165.9 million PFC subordinate lien bonds. The Rating Outlook on both the GARBs and the PFC Bonds, issued in December 2010, is "stable."

Standard & Poor's Rating Services affirmed its 'A+' rating for the airport GARBs and 'A-' rating on the PFC and subordinate-lien airport parity bonds.

Moody's Investors Service affirmed its "A1" rating for the airport's GARBs and its "A2" rating for the airport's PFC and subordinate lien parity bonds. However, the rating outlook was changed to "negative." The negative outlook was attributed to the increasing costs to the Airport System over the next couple of years and the lack of a permanent airline use and lease agreement, making revenue projections less certain. Subsequent to Moody's comment, a new Airline Operating Agreement and Terminal Building Lease was signed with the airlines, providing stability to the Airport System and stabilizing costs through the formation of the SAAC to perform certain maintenance and janitorial services at SAT.

The additional key rating drivers were cited as:

- Strong Origin and Destination (or O&D) market (92% in 2011) and diverse carrier mix supported by strong, growing and diversifying local economy;
- Conservative debt structure with 100% fixed-rate debt, along with declining amortization requirements;
- Historically stable but improving financial performance substantiated by 3% growth in fiscal year 2010 operating revenues consistent with the increase in enplanements;
- Limited Capital Improvement Program with no future GARB or PFC borrowing planned.

The primary purpose of these bonds is to provide funding for certain projects included in the Airport System's CIP for fiscal year 2011.

Comparative Fiscal Year Statement Gross Revenues And Expenses

OPERATING REVENUES	* FY2010	* FY2011	% CHANGE
Airline Revenues			
Scheduled Carrier Landing Fees	\$7,236,225	\$8,664,750	19.74%
Non-scheduled Carrier Landing Fees	\$2,360,307	\$1,446,665	-38.71%
Terminal Building Rentals**	\$11,973,132	\$19,007,289	58.75%
Passenger Loading Bridges	-	\$782,666	***
Baggage Handling System Charges	-	\$5,105,855	***
FIS Space Fees	\$511,187	\$600,585	53.11%
Ramp Fees	\$398,366	\$2,109,150	429.45%
Subtotal Airline Revenues	\$22,479,217	\$37,716,960	67.79%
Non-Airline Revenues			
Concession Contracts	\$15,635,177	\$16,776,304	7.30%
Parking Fees	\$17,169,664	\$19,319,267	12.52%
Property Leases	\$7,488,208	\$7,697,458	2.79%
Stinson Airport	\$331,355	\$401,957	21.31%
General Aviation Fuel	\$0	\$593,364	***
Interest Income	\$192,354	\$186,599	-2.99%
Other Revenues	\$749,914	\$596,897	-20.40%
Subtotal Non-Airline Revenues	\$41,566,672	\$45,571,846	9.64%
TOTAL GROSS REVENUES	\$64,045,889	\$83,288,806	30.05%

Gross revenues for fiscal year 2011 totaled \$83.3 million, an increase of \$19.2 million, or 30%, when compared to the prior year. This large increase is attributable to the new facilities that came online as part of the Airport Expansion Program. As a result, new revenues were also realized from the consolidated baggage handling system and passenger loading bridges. In addition, new operational requirements and debt service commitments increased airline revenue as a result of higher terminal rental rates and increased landing and FIS fees. Parking revenue increased due to the adjustments to parking rates, as well as the closure of the economy parking lot, which pushed more activity to the long-term parking garage. Concession contracts were stronger in fiscal year 2011 as a result of additional revenues from car rentals and the new concession revenue opportunities created by the opening of Terminal B.

*Fiscal years run from October 1 through September 30

**Fiscal year 2010 Terminal Building Rentals is net of Airline Refund

***Percent Change Not Applicable

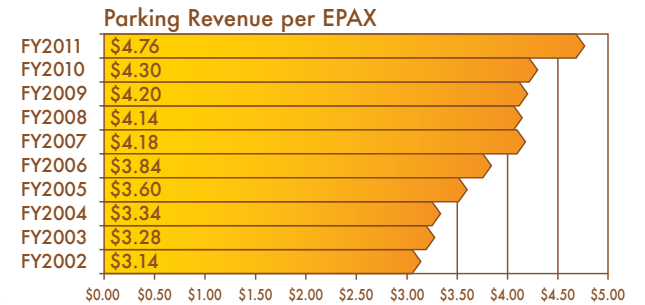
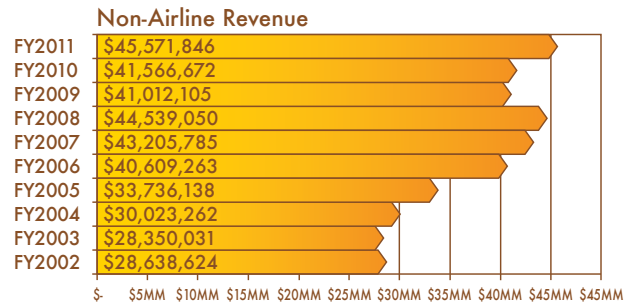
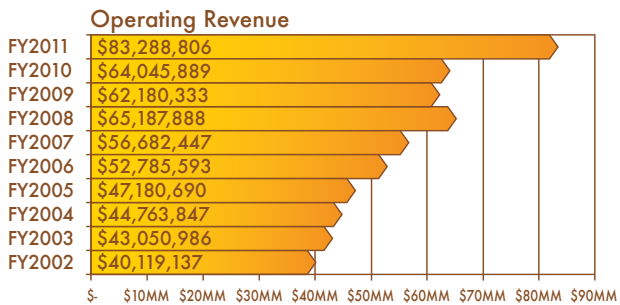
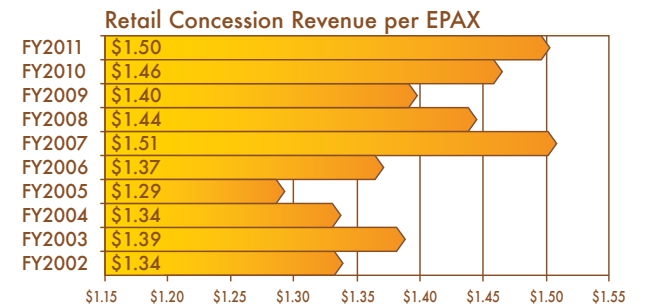
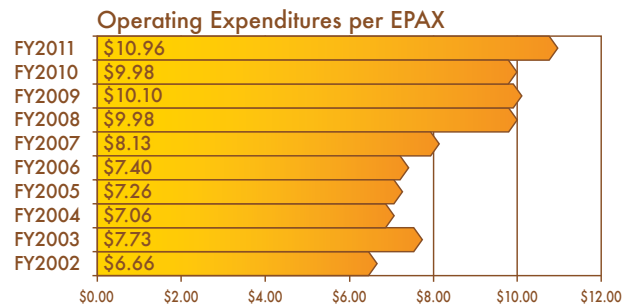
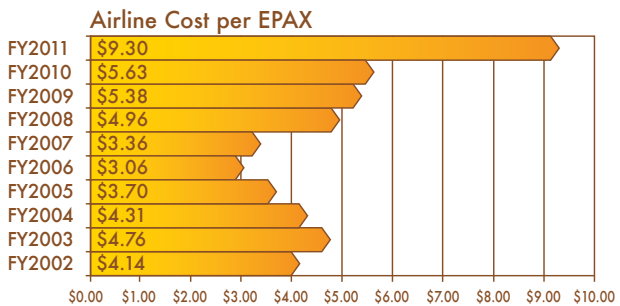
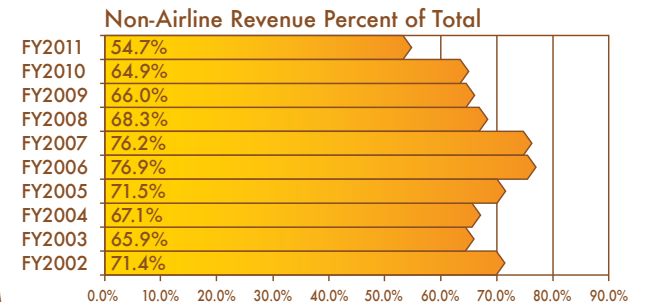
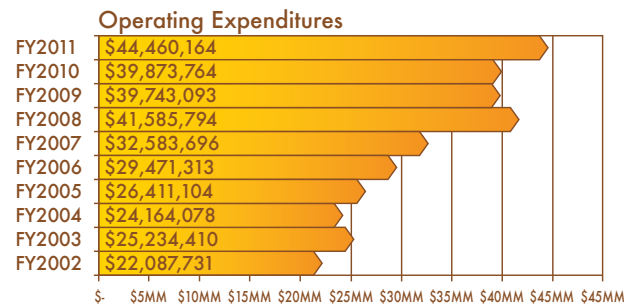
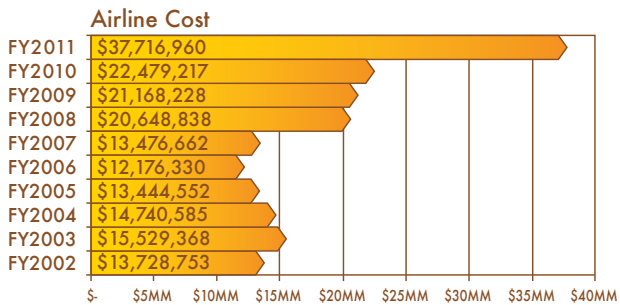
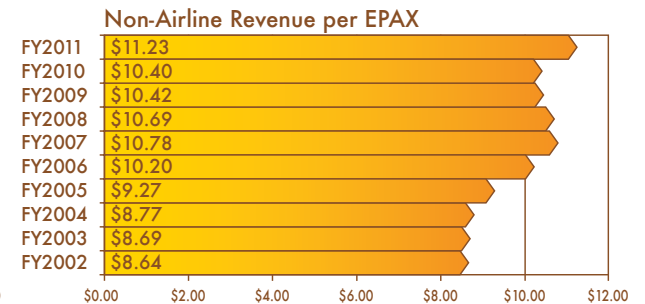
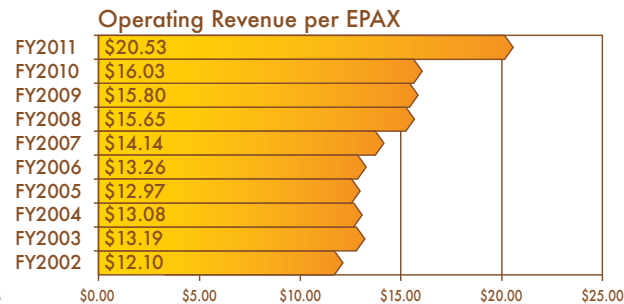
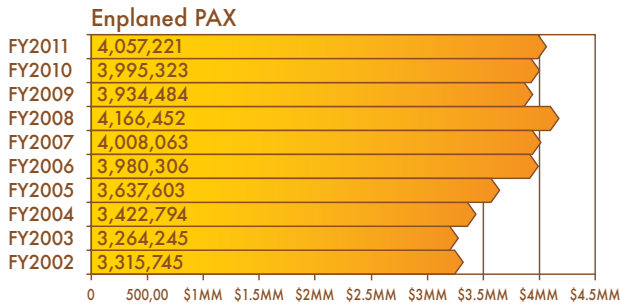
****Net revenues are utilized to pay debt service and the Airport Capital Improvement Program (or CIP)

OPERATING & MAINTENANCE EXPENSES	* FY2010	* FY2011	% CHANGE
Airfield Area	\$2,499,112	\$2,189,071	-12.41%
Service Area	\$354,503	\$291,297	-17.83%
Terminal 2/B	\$3,156,933	\$3,414,755	8.17%
Terminal A	\$4,601,709	\$4,557,592	-0.96%
Fire & Rescue	\$3,895,150	\$4,433,517	13.82%
Access	\$833,489	\$728,766	-12.56%
Central Plant	\$659,252	\$609,264	-7.58%
Commercial & Industrial	\$41,676	\$78,246	87.75%
Other Buildings & Area	\$37,927	\$25,532	-32.68%
Parking	\$3,602,059	\$3,629,456	0.76%
Stinson Airport	\$704,100	\$641,799	-8.85%
Administration	\$9,519,794	\$10,577,136	11.11%
Main. Dir. & Control	\$1,605,743	\$1,823,892	13.59%
Security	\$5,822,768	\$5,813,629	-0.16%
Operations	\$1,276,138	\$1,228,199	-3.76%
Ground Transportation	\$636,006	\$723,263	13.72%
Environmental Stewardship	\$627,405	\$807,744	28.74%
Airport Safety/Wildlife Programs	-	\$301,190	***
Baggage Handling System	-	\$2,250,199	***
Passenger Loading Bridges	-	\$355,617	***
OPERATING & MAINTENANCE EXPENSES	\$39,873,764	\$44,480,164	11.55%
NET REVENUES ****	\$24,172,125	\$38,808,642	60.55%

Just as San Antonio International Airport realized new revenues as a result of opening the new Terminal B, consolidated baggage handling system and the passenger loading bridges, the City's Aviation Department experienced increased expenditures. When factoring in the utility costs to operate these new facilities, the total amount of new expenses in fiscal year 2011 related to the expansion was approximately \$2.6 million. Total expenditures increased from \$39.9 million in fiscal year 2010 to \$44.5 million in fiscal year 2011, up \$4.6 million, or 11.55%. Additionally, the Aviation Department pays for certain administrative services provided by the City through operating transfers from the Airport System Fund to the City's General Fund each month. Due to an accounting adjustment, approximately \$1.1 million of transfers for City-provided services to the Aviation Department were included in the fiscal year 2011 operating expenses and not in the fiscal year 2010 operating expenses. The rest of the expenditure increase is attributable to inflationary costs which include the City's employee cost of living adjustment, as well as changes to certain scheduled line items charged by the City. Examples of these items include procurement, IT, insurance and other fees.

Overall, gross revenues exceeded operating expenses and resulted in net revenues before debt service totaling \$38.8 million, an increase of 60.55% when compared with fiscal year 2010. Net revenues are used to pay debt service and fund Airport System CIP Projects.

San Antonio Airport System 2011 Fiscal Year Financials



Aviation Department Staff and Community Volunteers

Aviation Employees

Angela Acosta
Kenneth Adame
Manuel Adames
Ricky Adames
Antonio Aguilar
Roger Aguilar
Christopher Aldrich
Edward Alford
Dustin Allinger
Michael Almdendarez
Desiree Alonzo
Danny Alvarez
Marilizza Alvarez
Marisol Amador
Miguel Amador
Kathy Anderson
Juan Arango
Arturo Arispe
Juan Arreola
Dennis Atkinson
Dean Babcock
Mario Banez
Pablo Barrera
Kenneth Barrett
Ruben Barros
James Baswell
John Behrendt
Teresa Bermea
Gerard Blanco
Jon Blanks
Anthony Boone
Collis Boone
Lisa Brice
Debora Briggs
Lisa Brown
Michael Brozovic
Michael Buecher
Michael Burkowski
Marvin Byrd
Mary Caballero
Luis Cabrera
Michael Canion

Miguel Cano
Maria de Lourdes Cantu
Martha Cantu
Luis Cardenas
Alfred Carnot
Antonio Carrasco
Gregory Carson
James Caruso
Shawwna Caruso
Joe Casiano
Zoilto Castano
Angelita Castillo
Michael Castillo
Eusebio Castillo Jr.
Kathy Castillo-Quickel
Mary Castro
Nora Castro
Cheryl Caylao
Christina Cervantes
Robertfred Cervantes
Santos Cevallos
Stephanie Chapa
John Chase
Diana Chavez
Kao Lin Chen
Loyce Clark
Cora Clay
April Cleere
Frederick Clements
John Coggins
Kimberly Coleman
Diane Cook
Sofia Coronado
John Cortez
Jason Cosby
Gary Cramer
Cordelia Cruz
Eulalia Cuevas
James Cundiff
Vickie Curtis
Darryl Curvin
Chieu Dang
Glen Davis
Mercedes Davis
Maria De la Cruz
Robert De la Garza
Philip De la Rosa

Michael De Leon
Xavier De Leon
Gerardo De los Santos
Modesto De los Santos
Daniel Delgado
Daniel Delgado
Francisco Delgado
Steve Derrick
Shana Dewey
Mark Diamond
Steven Diaz
Debra Drew
Monica Duck
Ellen Erenbaum
Guadalupe Esparza
Hector Espinoza
Irene Esquivel
Dorothy Estrada
Cornell Evans
Joel Fernandez
Austin Fikes
Melisa Fiorelli
Johnny Fisher
James Florance
Francisco Flores
Reynaldo Flores
Ricardo Flores
Richard Flores
Christina Foley
Judy Fordyce
Denise Foster
Nicole Fowles
Dawson Frank
Eric Fubara
Neil Gabrielson
Henry Galindo
Gregory Galloway
Alejandro Garcia
Annette Garcia
Carlos Garcia
David Garcia
Felipe Garcia
Frank Garcia
Jose Garcia
Maria Garcia
Mary Garcia

Teresa Garcia
Irma Gardner
Susan Garrison
Eusebio Garza
Gloria Garza
Laila Garza
Sandra Garza
Santiago Garza
Louis Gatica
George Gavia
Karl Geyer
Roland Gloria
Robin Goddard
Sara Goff
Jose Gomez
Martin Gomez
Michael Gomez
Sandra Gomez
Irene Gonzales
Joseph Gonzales
Pete Gonzales
Betty Garcia Gonzalez
Edvin Gonzalez
Jorge Gonzalez
Juanita Gonzalez
Amalia Goren-Bullis
Randall Gray
Richard Griffin
Leonor Grimaldo-Hargis
Mary Alice Guedea
Stanton Guenther
Juan Gutierrez
Linda Gutierrez
Maria Guzman
Matthew Hahn
Bryant Hall
Cynthia Hallmark
Gary Hanks
Fostyr Harkins
Walter Haynie
Susan Heck
Agustin Hernandez
Maria Hernandez
Mario Hernandez
Michael Hernandez
Nestora Hernandez
Antonio Herrera

Edward Herrera
Carmen Hill
Barbara Hitchcock
Richard Hocott
Rebecca Horan
Clarence Houston
Robert Hughes
Christopher Jackson
Alejandro Jimenez
Roderick Jimenez
Liqu Jin
Richard Johnson
James Johnston
Robert Jolly
Laura Jones
Robert Jones
Eric Kaalund
Kimberly Kennedy
Curtis Klaerner
Dean Kloss
John Kokesh
Lisa Kuykendall
Isabelo Laboy
Brandon Laskowski
Jose Ledesma
Jose Ledesma
Dwight Levy
Dee Bow Lim
Alfred Lira
Christopher Long
Alan Lopez
Alfonso Lopez
Andres Lopez
Nicolas Lopez
Tyice Lott-Hice
Marcus Machemehl
Lasonya Madison
Tamera Marberry
Morris Martin
Suzanne Martin
Alfredo Martinez
Daniel Martinez
Jesse Martinez
Juan Martinez
Linda Martinez
Mark Martinez
Robert Martinez

Rosa Martinez
Daniel Martinez de Escobar
Maria Mata
Flacia Mayes
Dustin McCloud
Carolyn McKee
Mark McCarthy
Jeffery Mcinvale
Ramon Medina
Manuel Medrano
Michael Mejia
Jose Menchaca
Jesse Mendez
Gabriel Mercado
Jordan Mergele
Steven Milburn
Frank Miller
Yvonne Mireles
Michael Mitchell
Maria Montana
Johnny Morales
Jose Morales
Julio Morales
Stan Motz
Ofelio Muniz
Juan Munoz
Bernard Murphy
Mark Nava
Jackie Nelson
James O'Brien
Timothy O'Krongley
Angel Olivares
Carlos Olivares
Mucia Ortiz
David Ozuna
Homer Pachecano
Frank Padilla
Robert Paris
Paul Parisi
Raymond Parrish
Patrick Patton
Raymond Perales
Arnulfo Perez
Peter Persha
James Piche
Jackie Plata
Jerry Ploch

Michael Ploch
Michael Pollog
Nathaniel Polsgrove
George Ponce
Gabriella Powers
Kenneth Powers
Barbara Prossen
Arthur Ramirez
Claudia Ramirez
Irene Ramirez
John Ramirez
Louisa Ramirez
Luis Ramirez
Pedro Ramirez
Raul Ramirez
Ricardo Ramirez
Robert Ramirez
Veronica Ramirez
Adolfo Ramirez Jr.
Maricela Ramirez-Garcia
David Ramos
Jose Ramos
Jose Ramos
Belinda Rankin
James Rea
David Earnest Reed
Richard Reeves
Christopher Reiningger
Sylvia Rendon
David Reyes
Sandra Reyes
Sofia Reyna
Ricardo Rivera
Michael Rivers
Jason Roberds
Ernestine Robinson
Andres Rocha
Ryan Rocha
Abel Rodriguez
Armando Rodriguez
Cipriano Rodriguez
Henry Rodriguez
Irma Rodriguez
Johanna Rodriguez
Mark Rodriguez
Michael Rodriguez
Monica Rodriguez



Aviation Department Staff and Community Volunteers

Rodrigo Rodriguez
John Romero
Virginia Rosales
Cheryl Rowell
Patricia Ruiz
Susan Saint Cyr
Rene Salas
Roberto Salazar
Mary Salazar-Gonzales
Diana Salcedo
David Salinas
Robert Salluce
Eva Samaniego
Tania Sanchez
Albert Sandoval
Elia Sandoval
Mark Sandoval
Felix San Juan
Adolfo San Miguel
Fred Saucedo
Juan Saucedo
Paul Scheel
Wayne Schlentz
Brian Schuetze
Jarrard Secrest
Candycy Selby
Terry Shader
Gregory Shadrock
Kevin Shamlin
Margaret Shannon
Eddie Shear
Valerie Sherman
Carol Simington
John Sims
Linda Sims
Douglas Singleton
Douglas Smith
Linda Smith
Raymond Smith
Robert Solis
Amar Soojhai
Steven Southers
Debra Stephens
Edward Sustaita
Cheryl Swaney
Russell Swosinski
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Mary Torres
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Bender Vasquez
Hector Vasquez
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Gail Ware
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Joyce Wiatrek
Valarie Williams
James Wingate
George Wood
William Wright

Kathy Yehl
Tonia Young
Charles Zahn
Andrew Zapata
Alejandro Zavala
Hector Zavala
Michael Zehr

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Beverly Adkins
Mickey Amacker
Edna Amecucci
Elizabeth Ankeny
John Apici
Judith Apici
Jill Askins
Mariann Bamberger
Mary Lou Bargnesi
Joesphine Basey
Jim Basey
Shirley Basham
Jim Beach
Rudy Beltran
Avis Bergh
Jerry Bergh
Ellen Bockenfeld
Beny Bonilla
Doug Boren
Scharlotte Bradley
Sylvia Braye
Steve Brown
Ann Brown
Liz Bruton
Barbara Burns
Rebekah Bustmante
Dee Canamar
Jean Catalani
Diana Canavan
Terri Carrington
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Don Chennault
Virginia Cocke

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Jim Davidson
Ella Dekunder
Paul Dee
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Kay Delpero
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Bart Diaz
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Randy Drum
Marilyn Dwyer
Victoria Dumaurier
Rose Marie Elsner
Peter Eng
Letty Ezell
Dionicia Ferdin
Bud Fisher
Carol Fisher
Roland Flowers
Keith Fox
Marilyn Fox
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Rudy Garanzuay
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Stephanie Gawrys
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Pat Gilbert
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Marilyn Jarvis
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Maggie Johnson
Morris Johnson
Nancy Jones
Clinton "Buzz" Jordan
Henry Juarez
Patti Kamat
Jean Karen
Peggy Keesee
Violet Kelly
Leslie Kempler
Aman Ladek
Lynne Lee
Gary Leidwanger
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Irene Lopez
Leo Lorenzo

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Gini Mabry
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Billie May
Reva McClenny
Paul McCombs
Ruth McFarland
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Lonnie Meggett
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Richard Miller
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Shirley Montgomery
Michael Moran
Anna Morrison
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Elvis Neie
Leslie Newton
Nancy Olansky
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Paul Patterson
Rudy Quintero
Irma Ramirez
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Geneva Ray
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